

The College of Micronesia-FSM

Strategic Plan 2013-2017

May 30, 2013

Vision

College of Micronesia-FSM will provide educational opportunities of the highest quality and will embrace the life-long pursuit of knowledge and the enrichment of the diverse Micronesian communities we serve.

Strategic Directions:

The College of Micronesia-FSM has focused on six strategic directions for the COM-FSM vision of where we want to go as an organization over the next five years.

Focus on student success

The College of Micronesia-FSM will pursue excellence in student success and will develop a balance between “access and success” with appropriate career pathways for learners.

Emphasize academic offerings in service to national needs

The College of Micronesia-FSM will increase the number of 4-year program opportunities while also strengthening the career and technical educational opportunities for non-college-bound students.

Be financially sound, fiscally responsible, and build resources in anticipation of future needs

The College of Micronesia-FSM will generate diversified revenue sources, create an allied foundation, and accumulate reserves and endowment assets.

Invest in and build a strong capacity in human capital

The College of Micronesia-FSM will support and strengthen faculty, staff, and administrators through establishment of aspirational goals for credentialing and funding professional development and building upon organizational and leadership capacity.

Become a learning organization through development of a learning culture guided by learning leaders

The College of Micronesia-FSM will operate under the assumptions that learning is a skill and is worthy of investment and mastery, and that the communication of information and

participatory governance are pivotal to organizational success. There will be support of the time, energy, and resources necessary to foster critical reflection and experimentation towards institutional improvement through double-loop learning and systematic thinking.

Evoke an image of quality

The College of Micronesia-FSM will be viewed as a model institution for best practices exhibited through quality, excellence, and integrity of both employees and graduates. The college will maintain regional accreditation without sanction for the maximum six-year cycle allowed by the Accrediting Commission for Community and Junior Colleges: Western Association of Schools and Colleges.

Focus on student success

The College of Micronesia-FSM will pursue excellence in student success and will develop a balance between “access and success” with appropriate career pathways for learners.

Strategic Plan Goal 1.1: Providing collaborative institutional support to advance student success by promoting student engagement and Institutional Student Learning Outcomes.

Measures of Success

- Course completion rates
- Withdrawal rates
- Retention and persistence rates
- Certificate and degree completion rates
- Graduation rates
- Number of students who transfer to four-year degree programs
- Performance at transfer institution
- Internship experiences
- Exit interview assessments
- Job placement of graduates
- CCSSE & CCFSSE survey results
- Institutional Student Learning Outcomes assessment
- Longitudinal graduate surveys
- Developmental student success in first college-level course
- General Education Assessment
- Employer surveys

Emphasize academic offerings in service to national needs

The College of Micronesia-FSM will increase the number of 4-year program opportunities while also strengthening the career and technical educational opportunities for non-college-bound students.

Strategic Plan Goal 2.1: Increase the number of 4-year program opportunities by

- Increasing the number of articulation agreements;
- Increasing the number of partnership programs; and
- Exploring distance learning opportunities.

Measures of Success

- Articulation agreements
- Partnership agreements/programs
- Viable distance learning options

Strategic Plan Goal 2.2: Strengthen career, technical, and community-based educational opportunities for non-college-bound students by

- Exploring opportunities with agencies and NGOs;
- Increasing training opportunities with existing partners;
- Exploring provision for certification examinations;
- Focusing on programs and courses to support career and technical education development benefitting both students and future employers; and
- Implementing training programs that result in the adoption of new skills that are designed to improve the quality of life of participants.

Measures of Success

- Viable opportunities with agencies and NGOs development
- Training opportunities
- Viable opportunities for increased student access to certification examinations
- Job placement
- Number of internships
- Employer surveys of graduates/interns
- Number of trainings
- Follow up training data
- Lifestyle change skills demonstrated

Be financially sound, fiscally responsible, and build resources in anticipation of future needs

The College of Micronesia-FSM will generate diversified revenue sources, create an allied foundation, and accumulate reserves and endowment assets.

Strategic Plan Goal 3.1: Maintain a financially sound, fiscally responsible institution by:

- Generating diversified revenue sources;
- Creating an allied foundation;
- Accumulating reserves;
- Accumulating endowment assets; and
- Improving allocation of resources based on results of assessment and evaluation linked to planning.

Measures of Success

- Established allied foundation
- Revenue sources
- Reserve fund balance
- Endowment asset balance
- Investments
- Grants
- Tracking allocation and expenditures against cost categories.
- Evidence of linkage of program review to resource allocation

Invest in and build a strong capacity in human capital

The College of Micronesia-FSM will support and strengthen faculty, staff, and administrators through establishment of aspirational goals for credentialing and funding professional development and building upon organizational and leadership capacity.

Strategic Plan Goal 4.1: Supporting and strengthening faculty, staff, and administrators by establishing aspirational goals for credentialing.

Measures of Success

- Credentials/degrees/professional designations
- Professional memberships/affiliations
- Aspirational goals
- CCSSE & CCFSSSE
- Professional contributions (publications, presentations, committee service, etc.)

- Tracking of faculty and staff credentials.
- Tracking of faculty and staff professional memberships and affiliations.
- Diversity of faculty and staff.
- Employee turnover for faculty and staff.
- Percent of filled positions for the college.

Strategic Plan Goal 4.2: Support professional development that builds upon organizational and leadership capacity by;

- Assessing organizational and leadership capacity needs;
- Prioritizing identified organizational and leadership capacity needs;
- Addressing identified capacity needs; and
- Allocating resources to support capacity building with implementation.

Measures of Success

- Capacity needs assessment
- Prioritization of capacity needs
- Identified capacity needs with resource allocation
- Assessment of impact
- Professional development achievements
- Meeting accreditation standards
- Percent allocation of professional development funds against prioritized capacity development needs
- Impact of professional development on work performance
- Amount of institutional support per faculty and staff for professional development
- Percent of overall college budget spent for professional development
- Percent of programs and employees with identified professional development plans and progress on completing those plans
- Tracking and impact of professional development completed through “no cost” options such as MOOCs, webinars, etc.

Become a learning organization through development of a learning culture guided by learning leaders

The College of Micronesia-FSM will operate under the assumptions that learning is a skill and is worthy of investment and mastery, and that the communication of information and participatory governance are pivotal to organizational success. There will be support of the time, energy, and resources necessary to foster critical reflection and experimentation towards institutional improvement through double-loop learning and systematic thinking.

Strategic Plan Goal 5.1: Become a learning organization by:

- Fostering mastery of life-long learning skills;
- Allocating time, energy, and resources to foster critical reflection and experimentation;
- Supporting learning leadership; and
- Demonstrating double-loop learning and systematic thinking.

Measures of Success

- Assess life-long learning skills
- Plans, policies, and other institutional evidence reflecting allocation of time, energy, and resources for critical reflection
- Program assessments/reviews
- Professional development opportunities
- Evidence of double-loop learning and systematic thinking (gap identification with improvement plans).
- Assessment of the college as a learning organization centered on Peter Senge's Five Disciplines: Systems thinking, Personal mastery, Mental models, Building shared vision, and Team learning. Assessment to be based on evidence generated by the governance structure: committee and team minutes, policy assessment, and program reviews, etc.

Strategic Plan Goal 5.2: Achieve and strengthen purposeful dialogue by:

- Embedding appropriate communication practices and guiding principles in the objectives of each college program, governance body, and administrative office;
- Adopting a continuous improvement model to measure progress in these communication practices and guiding principles within the college's ongoing assessments;
- Ensuring that college communications are accessible, accurate, timely, clear, and understood by their intended internal and external stakeholders;
- Developing technology to improve communications among all campuses of the college; and
- Developing and maintaining a centralized database of college policies and procedures.

Measures of Success

- Communication assessment
- User testing
- Technology assessment
- Technology upgrades

- Policies online
- CCSSE and CCFSSSE analysis
- Percent of policies user tested prior to full implementation
- Percent of policies assessed as per policy assessment cycle
- Percent of policies available online

Evoke an image of quality

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Strategic Plan Goal 6.1: Achieve recognition as a best practices institution by:

- Exhibiting quality, excellence, and integrity through employees, students, and graduates;
- Meeting and/or exceeding accreditation standards at all times; and
- Exploring additional models of quality assurance.

Measures of Success

- Recognition of excellence
- Accreditation reaffirmation
- Employer surveys (of students)
- Employee performance evaluations
- Program reviews (continuous quality improvement)
- Percent of program reviews meeting highest quality standards
- Employer surveys of graduates
- Employer surveys of interns
- Alumni surveys
- Survey of FSM political and traditional leadership on perceptions of the college

Mission

The College of Micronesia-FSM is a continuously improving best practices learner-centered institution of higher education committed to the success of the Federated States of Micronesia by providing academic, career and technical educational programs.

*The college understands the mission cannot be altered at this time; however the mission was due for a critical review during this visioning process. Though the Board of Regents have selected this revised mission statement, implementation of this revision will not occur until accreditation is reaffirmed, and in adherence to the ACCJC Policy on Substantive Change.

Core Values
We believe in:

